

# World

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U.S. Department  
of Transportation

**Federal Aviation  
Administration**



The Boys of Summer



*Seeming to sit on the lawns of the Washington Monument and Jefferson Memorial, although 1½ miles and the Potomac River intervene, Washington National Airport bustles with commuter and general aviation activity.*

Photo by Dennis Hughes

*“People fly because they believe it is safe to fly. And they believe that because decades ago the airline industry and the government convinced them of that fact by the way they set tough safety standards. In effect, safety became the industry’s ‘strong heart.’*

*“Nothing has changed that philosophy—we simply are not going to permit a degradation of air safety. We have not in the past, and we won’t today or tomorrow. “We—the government and the industry—must do what we have always done. We must stay alert to safety threats . . . we must search for the dangerous trends . . . we must educate our flight crews . . . and in doing so we will keep what we have now: the safest aviation system in the world.”*

—Donald D. Engen

*Front cover: Six controllers won bids to work last summer at the tower on Martha’s Vineyard, an island off Cape Cod. The lighthouse at Gay Head bespeaks its ambiance.*

Photo by M. C. Wallo

*Back cover: A new tower has been commissioned at Republic Airport in Bethpage, Long Island, replacing a 40-year-old structure. The new facility is the first to be outfitted with the Integrated Communications Switching System (ICSS).*



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Last spring, the agency asked you for your opinions about your job. Now, the results agencywide and by facility or office are ready to be published. This is the story of what happened to the questionnaires in the interim.

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### **The Boys of Summer**

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Elizabeth H. Dole

#### **Administrator, FAA**

Donald D. Engen

#### **Assistant Administrator—**

##### **Public Affairs**

Edmund Pinto

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Jack Barker—Southern Region

Geraldine Cook—Southwest Region

Vacant—Technical Center

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**By James Johnson**  
Aviation writer for  
*The Daily Oklahoman*  
and *The Oklahoma City*  
*Times*, his articles  
have previously ap-  
peared in FAA  
WORLD.



# They Figured Out What You Said

## Results of Employee Attitude Survey Are Due This Month



*Involved in the initial handwork as the questionnaires are received are (left to right) summer contract student David Nelms, unloading mailbags; psychology technician Carolyn Dollar, trimming booklets in preparation for scanning; student Kevin Williams checking booklets for stray marks; and student Cherri Sanders, operating an automatic envelope opener in the Aviation Psychology Laboratory.*

**T**he arrival of November means the end of the trail for a small group in the psychology laboratory of the Civil Aeromedical Institute at the Mike Monroney Aeronautical Center in Oklahoma City. They will deliver the goods on a singular project and return to their usual activities.

But the FAA may become a different kind of workplace because of that project.

Working overtime under Dr. William E. Collins, manager of the Aviation Psychology Laboratory, the group has been processing tens of thousands of questionnaires from FAA employees in the agency-wide human relations survey.

The results, expected to be announced later this month, will be a gauge of employee attitudes toward their work, their peers, their supervisors, their working conditions and general aspects of employment in this large regulatory agency. In turn, this will establish a basis from which the agency can evaluate its programs and actions for improving the work environment and productivity, according to Dr. Collins. "The survey also is a way to open communications with FAA employees," he adds.

While taking elaborate measures to assure employee anonymity, those working with the attitude probe have been producing data for the entire FAA, plus individual reports for each region and major facility. That adds up to more than 300 reports based on all that data.

The questionnaire itself was more than a year in development and had a



*Psychology technicians Linda VanBuskirk and Wayne Prim assigned computer subject numbers to returned surveys as student Craig Yancey fed booklets into the scanner.*

test run among 1,500 Western-Pacific Region employees in April 1983, explained Dr. David J. Schroeder, clinical research psychologist and chief of the project. As a result, the questionnaire was expanded to 66 questions with space for individual comments.

The size of the survey was also expanded from using a representative sampling to sending a form to each of the 47,303 active FAA employees the last week of June via the *FAA World* mailing list.

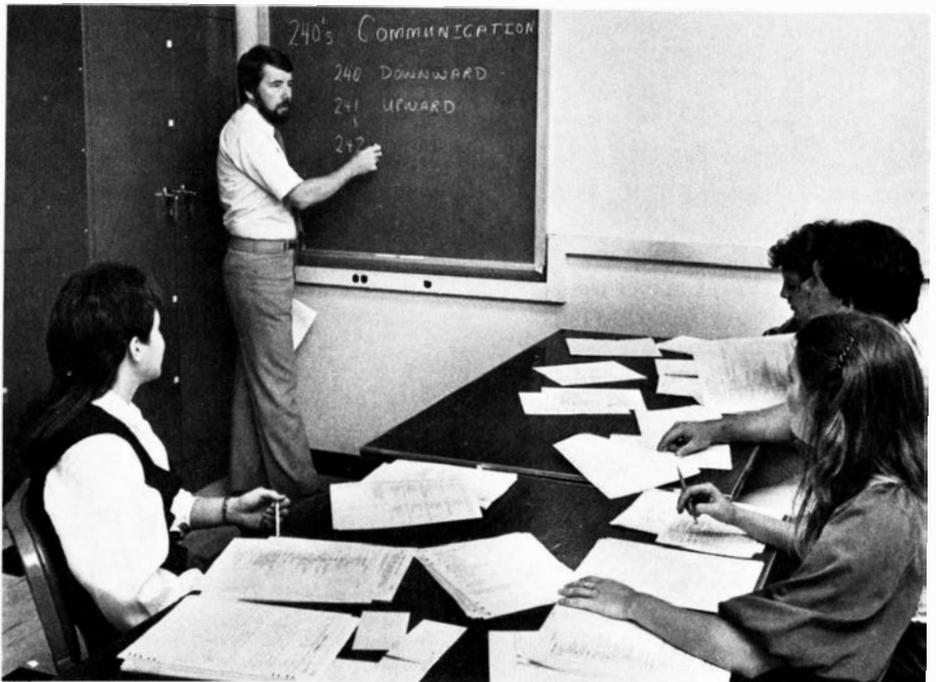
Mentally handicapped workers from the Dale Rogers School in Oklahoma City were hired to stuff the envelopes for the mailing, which was accomplished with a high degree of accuracy.

"We started getting returns the first week of July," Dr. Schroeder said. "Our biggest day was on July 9 when we received 10 large mailbags. Most of the responses came in the July 9-27 period."

July was the busy period for the purely machine work, resulting in weekend and night work in addition to the normal workweek.

Despite a request for return in five days, some replies continued to trickle in at the rate of five to 10 a day in September. They were not cut off—the tabulators worked them into the computer as well. In all, Dr. Collins said, about 55 percent of FAA employees responded to the questionnaire.

As returns were received, workers cut the stapled spines from the questionnaires so they could feed through



*Dr. Schroeder provides training to contract workers concerning the use of the coding system to categorize employee written comments on the questionnaires.*

Photo by Paul Southerland



*Consultant Dr. Saul Sells and CAMI psychologists Drs. David Schroeder and William Collins (left to right) make final decisions on the coding and scoring of the "Comments" section.*

a scanner. Written responses were coded so they would stay with the anonymous responses of which they were a part. Questionnaire booklets and hard copy produced by the computer as the responses were encoded were shredded as a security measure and to prevent speculation about the poll results based on fragmentary information.

Unfortunately, some FAAers didn't follow instructions to use a soft No. 2 pencil and used ballpoint pens or markers, which could not be read by the electronic scanner. Tabulators had to hand copy the responses onto fresh forms and then feed them into the machine. It happened often enough to be annoying, Dr. Schroeder said.

The CAMI crew also coded where the responses came from while keeping faith with the anonymity guarantee. This locational information would be crucial for targeting reports, as promised, to regions, centers and units and offices of more than 25 employees.

Of the employees responding, 48 percent also wrote comments. Although very valuable for insights, the comments were a toughie for the tabulators who needed a way to convert the written responses into something that could be encoded into the computer.

Dr. Saul Sells, Fort Worth, Texas Christian University professor emeritus and a frequent consultant on employee psychology to government and industry, was hired to help solve this time-consuming written-data-integration problem. Ultimately, the written responses joined the other survey data on the computer tape.

The tape was the product of the work of Dr. Schroeder and two of his



*Computer programmer Linda Ritchie and contract worker Mark Fischer developed some of the programs used to analyze questionnaire data.*

assistants from the clinical research unit—Carolyn Dollar and Wayne Prim—one from Dr. Collins' office—Linda VanBuskirk—and 10 contract workers.

Special security measures were and are being taken to keep the computer file confidential, Dr. Schroeder noted. The laboratory-turned-workroom where papers were stored was kept locked, and survey forms were continually returned to locking file cabinets until they were shredded.

No preliminary reports on findings were forwarded to FAA headquarters during the processing of the tally, in part to preclude any assumptions based on partial data.

"No data will be released until the final report is issued and the distribution is under way," Schroeder said. "They'll all get the results at the same time." ■



*Secretary Sandra Watson of the Aviation Psychology Laboratory had her hands full fielding questions about the survey.*

*Photos by F. F. Winters and Ellis Young*

The information in this feature is extracted from the Personnel Management Information System (PMIS) computer. Space permitting, all actions of a change of position and/or facility at the first supervisory level and branch managers in offices are published. Other changes cannot be accommodated because there are thousands each month.

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## Aeronautical Center

- **Paul H. Dykes**, supervisor of the Airmen Systems Section, Aviation Systems Branch, Data Services Division.
- **Leo T. Epperson**, supervisor of the Logistics & Inventory Systems Section, Logistics and Training Systems Branch, Data Services Division.
- **Robert E. Gay**, supervisor of the Support Systems Section, Logistics and Training Systems Branch.
- **William D. King**, supervisor of the Manufacturing Section, Engineering and Manufacturing Branch, Regulatory Support Division, Aviation Standards National Field Office.
- **Wesley H. Kraft**, supervisor of the Line Maintenance Unit, Battle Creek, Mich., Flight Inspection Field Office, from the Frankfurt, Germany, FIFO.
- **Donald McGlashan, Jr.**, unit supervisor in the Automation Section, Airway Facilities Branch, FAA Academy.
- **James H. Moore**, supervisor of the Procedures Section, Frankfurt FIFO, promotion made permanent.
- **Johnnie B. Wright**, supervisor of the Training Systems Section, Logistics and Training Systems Branch.

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## Alaskan Region

- **Derril D. Bergt**, area supervisor at the Anchorage TRACON, promotion made permanent.
- **William C. Bull, Jr.**, maintenance mechanic foreman in the Fairbanks Central Maintenance Facility, Environmental Unit 1.
- **Sylvia A. Caldwell**, area manager at the Bethel Flight Service Station, from the Sitka FSS.

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## Central Region

- **Charles P. Gray**, manager of the Cape Girardeau, Mo., Flight Service Station, from the Cedar Rapids, Iowa, FSS.
- **James E. Owens**, area supervisor at the Kansas City, Mo., Tower, from the Wichita, Kan., Tower.
- **Edward G. Yost**, manager of the Hutchinson, Kan., Tower.

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## Eastern Region

- **Mathew M. Calendar, Jr.**, area supervisor at the New York TRACON, Garden City, N.Y., promotion made permanent.
- **James R. Dwyer**, area supervisor at the Washington ARTCC.
- **Joseph E. Gagnon**, area supervisor at the Poughkeepsie, N.Y., Flight Service Station, promotion made permanent.
- **James A. Houde**, area supervisor at the Washington ARTCC.
- **William R. Hunnings**, manager of the Newport News, Va., Airway Facilities Sector Field Office, Norfolk, Va., AF Sector.
- **Edmond R. Johnson**, assistant manager for training at the Washington ARTCC, from the Fort Worth, Tex., ARTCC.
- **Adolphus Lee, Jr.**, manager of the New York TRACON AF Sector Field Office, Metro New York AF Sector.
- **Richard B. Lehman**, manager of the Greater Wilmington, Del., Airport Tower, from the Dover, Del., Air Force Base.
- **George A. McConnachie**, area

manager at the Washington ARTCC, from the Seattle ARTCC.

- **Larry R. Myers**, area supervisor at the Norfolk Tower, promotion made permanent.
- **Norma Plenty**, area supervisor at the Philadelphia FSS.
- **Cornelius J. Saunders**, area supervisor at the Washington ARTCC.
- **Harry A. Sharpe, Jr.**, area supervisor at the Baltimore, Md., Tower, promotion made permanent.
- **Edward A. Simays**, area supervisor at the Washington ARTCC.
- **Paul H. Strybing**, manager of the Buffalo, N.Y., Tower, from the Sacramento, Calif., TRACON.
- **Gary D. Taber**, manager of the Plattsburg, N.Y., AF Sector Field Office, promotion made permanent.
- **Donald J. Wiener**, assistant manager for technical support at the New York ARTCC AF Sector, promotion made permanent.

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## Great Lakes Region

- **James F. Alexander**, area supervisor at the Terre Haute, Ind., Tower, promotion made permanent.
- **Wayne E. Baird**, watch supervisor at the Chicago Airway Facilities Sector, promotion made permanent.
- **Lyndon H. Bronniche**, area supervisor at the Crystal Airport Tower, Minneapolis, Minn.
- **Gerald O. Crowell**, area supervisor at the Port Columbus, Ohio, Tower.
- **Dale R. Engel**, area supervisor at the Minneapolis ARTCC.
- **Gregory A. Gaskill**, area supervisor at

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the Lansing, Mich., Tower, from the Spirit of St. Louis (Mo.) Tower.

■ **Deloris A. Henry**, area supervisor at the Lansing Flight Service Station, from the South Bend, Ind., FSS.

■ **Roy F. Hunter**, area supervisor at the Terre Haute Tower, promotion made permanent.

■ **Steven J. Obenauer**, manager of the Pipestone County, Minn., AF Sector Field Office, Dakota AF Sector.

■ **Chester E. Retz**, area supervisor at the Indianapolis, Ind., Tower, from the West Lafayette, Ind., Tower.

■ **Donald W. Sarkinen**, manager of the Minneapolis AF Sector Field Office, Minnesota AF Sector.

■ **Raymond B. Spann, Jr.**, manager of the Crystal Airport Tower, from the St. Paul, Minn., Tower.

■ **Herbert F. Taylor**, area supervisor at the Kalamazoo, Mich., Tower, from the Chicago O'Hare Tower.

■ **Larry D. Wilbur**, supervisor of the Pierre, S.D., AF Sector Unit, Dakota AF Sector.

## **Metro Washington Airports**

■ **George E. Armitage, Jr.**, supervisory airport police officer at Washington National Airport.

■ **Robert E. Glessner**, supervisory airport police officer at Washington National Airport.

■ **George D. Kehne**, manager of the Property Management Branch, Finance and Administration Division.

## **New England Region**

■ **Susan D. Coulter**, manager of the Information Resource Management Staff, Resource Management Division.

■ **Ruth E. Zimmerman**, unit supervisor in the Westfield, Mass., Flight Standards District Office, promotion made permanent.

## **Northwest Mountain Region**

■ **John J. Alex**, manager of the Casper, Wyo., Tower.

■ **David P. Dalsanders**, manager of the Felts Field Tower, Spokane, Wash., from Spokane International Airport Tower.

■ **Robert E. Greene**, assistant manager, traffic management, Denver, Colo., ARTCC, from the Denver Tower.

■ **Raymond M. Long**, manager of the Grand Junction, Colo., Tower, from the Colorado Springs, Colo., Tower.

■ **Daniel A. Moilanen**, area supervisor at the Seattle, Wash., Flight Service Station, from the Cutbank, Mont., FSS.

■ **Alan E. Wiechmann**, supervisor of the Safety and Standards Section, Airports Division, promotion made permanent.

## **Southern Region**

■ **Robert E. Bretnall**, area supervisor at the St. Petersburg-Clearwater, Fla., Tower, promotion made permanent.

■ **Jerry M. Cheatham**, area manager at the San Juan, Puerto Rico, center/RAPCON, from the Denver Tower.

■ **William S. Clark**, area supervisor at the Montgomery, Ala., Tower, from the Dothan, Ala., Tower.

■ **Robert B. Copeland**, manager of the

Patrick Air Force Base, Fla., Airway Facilities Sector Field Office, Tampa, Fla., AF Sector, promotion made permanent.

■ **Walter G. Dail, Jr.**, manager of the Central Florida Flight Standards District Office, promotion made permanent.

■ **Walter E. Denley**, supervisor of the Procedures Section, Airspace & Procedures Branch, Air Traffic Division.

■ **Paul H. Erickson II**, unit supervisor in the South Florida Flight Standards District Office, Miami, Fla.

■ **Armand G. Estrada**, manager of the Isla Verde Tower in San Juan, P.R., from the Raleigh, N.C., Tower.

■ **John F. Gilmore, Jr.**, area supervisor at the San Juan International Flight Service Station, promotion made permanent.

■ **Curtis W. Goswick**, assistant manager, plans and procedures, at the Orlando, Fla., Tower, from the Atlanta, Ga., Tower.

■ **Kenneth W. Jones**, crew chief in the Atlanta ARTCC AF Sector.

■ **Charles E. McGuire**, unit supervisor in the Jackson, Miss., AF Sector, from the Salt Lake City, Utah, ARTCC.

■ **Terry L. Williams**, area supervisor at the Atlanta ARTCC, from Pope AFB, N.C.

## **Southwest Region**

■ **Pete V. Aparicio**, manager of the Brownsville, Tex., Tower, from the San Antonio, Tex., Tower.

■ **John L. Barnett**, supervisor of the

Structural/Architectural Design Section, Environmental Engineering Branch, Airway Facilities Division.

■ **Wilber R. Corbin**, manager of the Tucumcari, N.M., AF Sector Field Office, Albuquerque, N.M., AF Sector.

■ **Bobby N. Darr**, assistant manager for technical support at the Dallas-Fort Worth Airport AF Sector.

■ **Roy E. Harmon**, manager of the Austin, Tex., Tower, from the DFW Tower.

■ **Robert W. Lang**, assistant manager of the San Antonio Tower.

■ **John H. Mayorga**, manager of the Clinton-Sherman Airport Tower, Burns Flat, Okla., from the Albuquerque Tower.

■ **Daniel E. Wood**, manager of the Longview, Tex., AF Sector Field Office, Dallas-Fort Worth Airport AF Sector.

## Technical Center

■ **W. Thomas Edwards III**, manager of the Airborne & Ground Based Facilities Branch, Facilities Division.

■ **Richard E. Wilson**, supervisor of the Support Systems Section, National Automation Field Support Branch, Operations Division.

## Washington Headquarters

■ **Oliver F. Cooper**, supervisor of the Cartographic Standards Section, National Flight Data Center.

■ **James H. Washington**, manager of the Financial Management Branch, Executive Staff, Acquisition and Materiel Service, from the Alaskan Logistics Division.

■ **Inez C. Williams**, supervisor of Section A, ATC Automation/Flight Information Branch, Contracts Division, Acquisition and Materiel Service.

## Western-Pacific Region

■ **Daniel A. Boyle**, area supervisor at the Phoenix, Ariz., Tower, from the Northwest Mountain Air Traffic Division.

■ **Duane L. Christensen**, supervisory aviation safety inspector at the Los Angeles, Calif., Flight Standards District Office, from the Salt Lake City FSDO.

■ **Emma J. Dotson**, area supervisor at the Torrance, Calif., Tower.

■ **Natalie M. Greenberg**, administrative officer (typing) at the Los Angeles FSDO, from the Great Lakes Management Systems Division.

■ **William F. Maloney**, manager of the Las Vegas, Nev., Tower, from the Los Angeles TRACON.

■ **William W. Martin**, area supervisor at the Gillespie Field Tower, San Diego, Calif., from the Palm Springs, Calif., Tower.

■ **Gordon E. Rhodes**, manager of the Hawthorne, Calif., Tower, from the Ontario, Calif., TRACON.

■ **Louis W. Rosgen**, area supervisor at the Sacramento, Calif., TRACON, from the Grand Junction, Colo., Tower.

■ **Charles B. Simmons**, staff engineer in the Program Support Staff, Establishment Engineering Branch, AF Division, promotion made permanent.

■ **Leland J. Wingard**, area supervisor at the Concord, Calif., Tower, from the Napa, Calif., Tower.

## Retirees

Adame, Jose M.—AC  
Hesselgrave, William J.—AC  
Holt, Lloyd E.—AC  
Knol, Robert G.—AC  
Linster, John J., Jr.—AC  
Rice, Warren A.—AC  
Routh, Eddie F.—AC  
Walker, Claud D.—AC

DePalmer, George P.—AL  
Hill, Kenneth L.—AL  
Wheeler, Henry V., III—AL

Clark, William W.—CE  
Malone, Robert L.—CE  
McWilliams, Earl E.—CE

Collins, Ruth M.—CT  
Corwell, Walter A.—CT  
Jones, Cleo C.—CT

Bare, Larry J.—EA  
Barrett, George—EA

Binion, Kenneth R.—EA  
Cary, Ronald V.—EA  
Cross, Russell J.—EA  
Rudnick, Warren A.—EA  
Stover, Sammie L.—EA  
Wright, Robert—EA

Carsillo, Lenin J.—GL  
Foster, William T.—GL  
Getz, Charles L.—GL  
McKenzie, Frank J.—GL  
Needham, Paul W., Jr.—GL  
Oosta, Martin J.—GL  
Reid, Wayland M.—GL  
Tremblay, Lawrence R.—GL  
Watts, Edward W., Jr.—GL

Bobo, Ronald E.—MA  
Marshall, Wilson B.—MA

Donner, James G.—NM  
Granston, William L.—NM  
Johnston, Edward L.—NM

Krueger, James A.—NM  
Lee, David L.—NM  
Stone, Paul L.—NM  
Woodruff, Carl E.—NM

Frick, Robert W.—SO  
Leonard, Luther N.—SO  
Norris, Buford H.—SO  
Olney, Donald W.—SO  
Ratterree, Mack E.—SO  
Ruth, John I.—SO  
Thornton, Hazel B.—SO  
Valentine, Rose M.—SO  
Wood, Gerald W.—SO

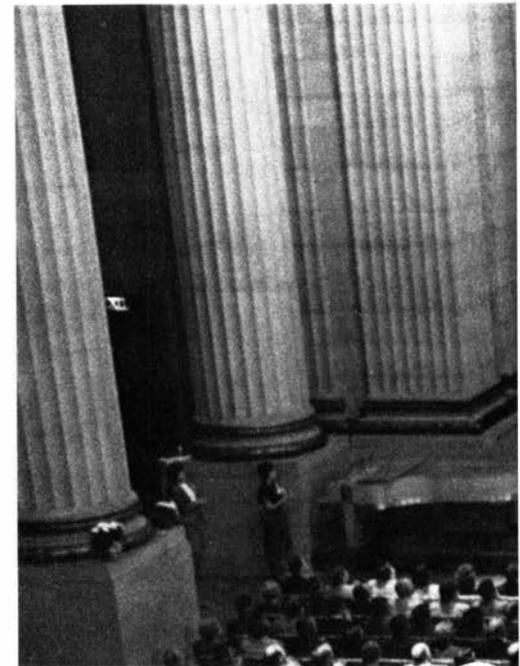
Blevins, Jack W.—SW  
Carter, Herman C.—SW  
Dixon, Maurice V.—SW  
Gerth, Laverne K.—SW  
Gibbons, Billie M.—SW  
Henninges, Patsy L.—SW  
Johnson, Dorothy B.—SW  
Kenney, Delphon C.—SW

Mathews, Harry L.—SW  
Oehler, Allen L.—SW

DePuy, James S.—WA  
Gee, Willis F.—WA  
Harrington, Michael J.—WA  
Hilliard, Joe S.—WA  
Hopkins, Rex—WA  
Najmy, Frederick A.—WA  
Phillips, Gwendolyn S.—WA  
Polk, Stanley A.—WA

Best, Donald M.—WP  
Cannon, Donald B.—WP  
Delpino, Alfred K.—WP  
Estes, Jimmie W.—WP  
Gstoettner, James J.—WP  
Howard, Fred L., Jr.—WP  
Kimmel, Thomas M.—WP  
Lonergan, Robert L.—WP  
Smith, Lindale—WP  
Wallace, Phillip R., Jr.—WP

## 27 FAAers Receive the Secretary's Awards



FAA Administrator Donald Engen (left) and (from left) Silver Medalist of Associate Administrator for Policy and Int. Affairs, Birmingham, New England Flight Standards Lutz, Office of Flight Operations, and Mr. L. Kenneth Hunt, Director of Flight Operations, Lowell Johnson, Office of Airport Planning and Development

### Award for Meritorious Achievement



Richard L. Failor  
Southwest Region  
Air Traffic Div.



Carl E. Fundeen  
King Salmon, Alaska  
Airway Facilities Sector



Ernest M. Keeling  
Director of Accounting



Estelle Lauletta  
Great Lakes Region  
Personnel Management Div.



Lloyd E. Pinkley  
St. Louis, Mo.  
Airway Facilities Sector



Wesley W. Walker  
Great Lakes Region  
Air Traffic Operations



Andres G. Zellweger  
System Engineering Div.  
Advanced Automation

Twenty-seven FAA employees were honored for their service to the government and the public at the Seventeenth Annual Secretary's Awards on September 12.

Two FAAers received the Award for Valor, one posthumously; 11 received the Silver Medal Award for Meritorious Achievement; four received the Award for Outstanding Achievement in Equal Opportunity; and 10 received the Award for Excellence.

"All that we have achieved," said Secretary of Transportation Elizabeth Hanford Dole, "comes from the energy, initiative and enthusiasm of employees working together to contribute to our corporate goals and to make a difference in people's lives."

### Award for Valor



Gary Brown  
Metro Washington  
Airports



Griffin Holtzclaw, Jr.  
Dothan, Ala., FSS



Virginia S. Rogers  
Central Region  
Air Traffic Division



Joseph Rubino  
Technical Center  
Administrative Systems



David Lakins  
Technical Center  
Natl. Automation Engrg.



Lawrence E. Perkins  
Southwest Region  
Air Traffic Div.

### Award for Outstanding Achievement in Equal Opportunity

### Award for Excellence



Kathryn M. Clay  
Southern Region

# Difference



*Secretary Elizabeth Dole (fourth ward winners Dale McDaniel, office of Aviation; and P. Barry Award for Excellence winner Rita behind her); Silver Medal winner Mrs. Hunt; and Silver Medal winner programming in headquarters.*

- |   |  |   |  |  |   |  |   |
|---|--|---|--|--|---|--|---|
|   |  |   |  |  |   |  |   |
| <p><i>James A. Hicks, Jr.<br/>Southern Region</i></p> | <p><i>Evelyn Mosquera<br/>Western-Pacific Region</i></p> | <p><i>Susan J. Russo<br/>Great Lakes Region</i></p> | <p><i>Carol Ann Strong<br/>Office of Aviation<br/>Policy and Plans</i></p> | <p><i>Madeline S. Taylor<br/>Program Engineering &amp;<br/>Maintenance Service</i></p> | <p><i>Martha F. Thomas<br/>Western-Pacific Region</i></p> | <p><i>Pamela J. Trebbe<br/>Office of General<br/>Counsel</i></p> | <p><i>Bessie M. Waiters<br/>Office of Associate<br/>Admin. for Airports</i></p> |

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**By Peter Demchuk**  
A writer-editor in the Office of Public Affairs, he came to FAA from the Urban Mass Transportation Administration.



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# The Hotline Means Fast Action



*Joe Stevens (left) and Pete Verdin of the hotline staff take calls.*

**H**al Rae was beginning to feel like a number on someone's computer spreadsheet and a pretty unimportant one at that.

Rae, a 14-year veteran controller at the Cleveland en route center, retired from the FAA after learning he had terminal lung cancer. Although his disability retirement papers were approved on Jan. 16, 1984, Rae went the next eight months without income as he became engulfed in a bureaucratic morass over receiving his annuity payments. He was fighting a battle on three fronts—one against his illness, one against mounting

debts and the last against the red-tape in the Department of Labor and the Office of Personnel Management.

When Rae learned of the newly established Administrator's Hotline, which was touted as a chance for employees to bring their concerns directly to the highest levels of FAA management, he made a last-ditch try. He connected with "Operator 10," who promised to find "the crack that everything seemed to be falling into." Indeed.

Through some inspired maneuvering both at headquarters and in the Great Lakes Region and a little persistence, Rae received the entire \$28,000 he was entitled to within 28 days of his first call.

This fast action leaves Rae heartened about an agency he thought

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might have forgotten him after his retirement. "I can't say enough about the hotline, our new Administrator or Tony Belmonte in AGL (who was the regional contact point in the case). Most of all, I can't say enough about 'Operator 10,' whoever he is."

The Administrator's Hotline Project, which was established on August 6 this year, carries Engen's mandate for "an unfiltered channel" for employees who feel that their concerns have not been properly addressed at other levels. And with Rae's case and many more routine calls, the evidence now piling up suggests that the hotline is providing employees with an effective, new means of making their suggestions and problems known.

A sampling of hotline calls shows that they cover the spectrum from matters of comfort to job problems and pocketbook issues, like that of Rae and Helen Kulle.

Kulle, a police records and property clerk for FAA's Dulles and Washington National airports, reported that 10 months after a court had ruled in a suit that back pay and overtime should be paid to the airports' fire and police personnel, the police still had not received their proper share.

A call to the hotline resulted in the funds being released inside a month. "I feel like at this level, we couldn't get anything done, but the Administrator's Hotline got things rolling," says Kulle.

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At the other end, a conscientious fellow at headquarters called and suggested that a buckled carpet in the cafeteria was becoming a hazard. It was replaced.

Just how does the Administrator's Hotline get these results? The hotline staff, which is part of Engen's staff (and has an AOA-20 routing symbol to prove it), has developed with the regions a streamlined process for directing inquiries to receive the best and quickest answers.

When a call comes into a hotline operator, he or she interviews the caller and classifies the inquiry. In some cases, the facts given by the caller are investigated before being entered into the response system to protect employees from unfounded allegations.

After these determinations, the hotline staff routes the inquiry or suggestion for the quickest response.

"We've tried to structure a system in which we're not only responsive but protective as well," says Joe Stevens of the hotline staff.

Any response taking more than 14 days is considered overdue.

If the staff determines that the call should be answered at headquarters, it is hand carried to the appropriate office. If the hotline people feel that a regional office would be the better respondent, the inquiry is sent by electronic mail to the region.

All responses are reviewed and signed by a division manager or office director before they are sent to

the caller, usually through his or her supervisor. Administrator Engen has signed some letters to callers and has fired off a few follow-up notes to earlier responses.

As of October 19, the hotline has taken 395 calls or letters requiring response. Of these, 64 percent were answered in the regions and 36 percent were handled in Washington.

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**'an unfiltered channel'  
for employees who feel  
that their concerns  
have not been  
properly addressed**

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Considering the fast response time required by the Administrator, the hotline staff has managed to keep the overdue rate fairly low. Stevens notes that recent problems with the hotline's electronic mail transmissions caused some delays.

But the problem that callers cite is not delays, but the tone of some responses. Deputy Administrator Murdock, who reads all of the responses sent to callers, is not unaware of this shortcoming. Murdock has asked regional directors

to be on guard for responses that merely give chapter and verse of regulations or those that have rigidly bureaucratic tones that convey a lack of empathy.

But Engen's personal involvement in the hotline does not end here. Each week, Engen and the Acting Deputy Administrator, J. E. "Sandy" Murdock, receive detailed reports on the hotline, including response counts, highlights from the previous week's calls, statistics on callers' subjects and regions, and a list of individual overdue items.

Many involved with the hotline are careful to note that this new line of communication should not be seen as a panacea or as a replacement for existing channels in the agency. Says one regional hotline contact, "The hotline, to be effective, really should be used after a complaint or suggestion has been addressed through normal supervisory channels."

Another regional hotline contact, Susan Greco, manager of the Management Analysis Branch in the Great Lakes Region, points out that the hotline, if used properly, can strengthen the lines of communication between employees and their managers.

While the hotline is still in its infancy, it has already demonstrated that it can serve as an important conduit for inquiry, appeal and debate. ■



**By Rick Fleury**  
A writer for the *Vineyard Gazette*, Martha's Vineyard, Mass., he has also been published as a freelance writer.



# The Boys of Summer

Controllers Experience a Change of Pace for 112 Days

Edgartown and Oak Bluffs.

"This goes back to the era where the planes went right up from the airport into the traffic patterns," he continued.

Courtney talked of his work while he carried on ground control with pilots, shifting easily between the two different languages. Although much of the work and routine are the same in any tower, he said he finds different challenges and satisfactions at the smaller airport.

"This airport doesn't have the complexity of Greene," he said, "and is much less structured"—that is, fewer planes waiting in a flight pattern to land. "Still, it gets pretty busy here at times." Although Vineyard is a Level I VFR tower, its traffic count for the nearly four months it's open puts it in a Level II category.

Courtney estimated that weekends may see as many as 100 operations per hour, compared to 20 or 30 per hour during the week. August had the peak operations, totaling about 15,000. July had 14,000 and June, about 12,000. By comparison, Providence's Greene Airport totaled just 2,000 to 3,000 more operations each month during that same period.

Vineyard has a new tower since 1981, which operates from 7 a.m. to 10 p.m. from mid-May to mid-September. There is no radar remote to Vineyard; instead, it receives radar advisories from Otis Air Force Base in Falmouth, Mass. Courtney regularly coordinates his operations with Ted Askew, manager of the OTIS radar approach control.

"Here, we have to do everything," Courtney said. "The summer controllers—a half dozen of us—all

come into a whole different system. "It's all eyeball, rather than looking at a radar screen that lets us see beyond 15 miles." The modern technology used at larger airports is vital for efficient and safe operations, but, he notes, working with the simpler equipment at Vineyard adds an interesting dimension—like going back in time.

Courtney said the pilots he guides through the Providence facility have a more consistent level of experience. On the island, he has to deal with a wide variety of experience levels.

"It's not rare that an aircraft has trouble finding Vineyard Airport," he said. "Often a pilot will call in for a landing, and you begin to look for him. You start counting heads. If you don't see him after some time, you

**F**or Jim Courtney, managing the Martha's Vineyard tower is going back in time and back to basics. Going there in summer is as refreshing as a summer breeze, although not much of an escape from the traffic of his home base at Thomas F. Greene International Airport in Providence, R.I.

Martha's Vineyard is a beach and boating island south of Cape Cod—a non-honky tonk sand and surf haven.

"This is reminiscent of my days in the Air Force," Courtney commented, "controlling at the primary fighter bases where everyone wanted to go out and come back at the same time." He's a veteran of 34 years as a controller and has put in two summers at the Vineyard. In fact, "Vineyard" is the name of the airport with a control tower. The island also hosts airports at

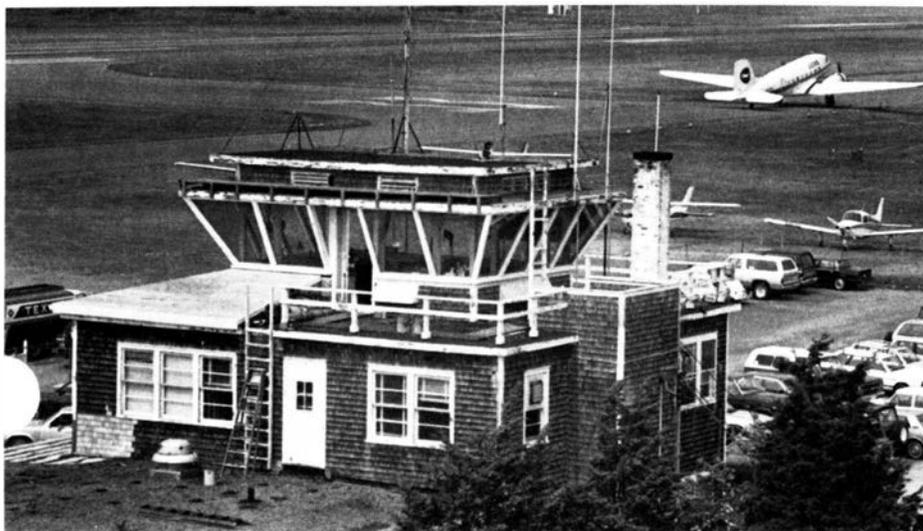


*Martha's Vineyard Tower, a Level I turn-key-type structure, far outstrips its classification each summer.*

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*Jim Courtney (left) and Gary Braese enjoy a slow moment in the tower cab.*



*From the cab of the three-year-old 50-foot tower is a view of the old tower cab and operations building now used for office space.*

may call out 'not in sight, cleared to land.' What's happened is that the pilot actually sighted Nantucket Airport [on another island] and is landing there.

Controllers bid to spend the summer at Martha's Vineyard, although there's no leave permitted. Apparently, experience at the Vineyard tower, known for its sustained traffic density and demanding work, is widely recognized and well respected.

The new tower opened and closed following the strike in 1981. Many repeating bidders vanished with the strike. Because of the short staffing, the New England Region couldn't have a half dozen controllers, so the following year a number of the summer controllers were drawn from the Southern Region. This was the

first year that Vineyard was back to normal.

Normally 20-25 names are submitted to the regional office as bids for the detail, and selections are based both on the individual and the needs of his parent facility.

All of the controllers with Courtney in 1984 were rookies. They had been checked out in their home facilities and were going for their second ratings at Vineyard.

The controllers included Gary Braese of the New Bedford, Mass., Tower; Tom Callahan from Bradley Field, Windsor Locks, Conn.; Herb Drury, Norwood, Mass., Tower; Ed Kiley, New Bedford Tower; and Roger Lenentine, Burlington, Vt., Tower.

They acquitted themselves well enough to elicit a letter of praise to

Photos by M.C. Wallo

the regional director from airport manager James Mitchell, reflecting the comments of both his staff and pilots.

Two controllers man each shift weekdays and three on weekends. To avoid fatigue, they exchange positions every two hours. While Courtney handled ground control, communications with other airports, weather reports and notices to airmen, for example, Gary Braese was responsible for all inbound and departing aircraft.

"It requires a lot of teamwork and getting an understanding of working with each other," said Courtney. "Everyone has his own style, but it's a team business."

Part of the team also is electronics technician Forrest Felt, who is attached to the Otis AFB Airway Facilities Sector Field Office. Felt's job doesn't end with the summer. He's responsible for maintaining the instrument landing system, approach lights, VOR-DME navigation aid and communications equipment year round.

Flight services are provided by the new consolidated Bridgeport, Conn., Flight Service Station.

When the weather deteriorates, requests for IFR routings climb. Courtney admitted there are pressures to the job, but the bulk of them arise where there are a lot of large passenger planes. But he emphasized that he focuses on the challenge and excitement of the work, not the pressure. "I come to work because I love the work," he said.

"It's a great career. It's never been dull," Courtney said. Looking to his retirement, he added, "But it's a young man's business." ■

**By Charles Spence**  
An aviation free-lance writer, he was senior vice-president for public relations at AOPA and served 15 years with Hearst newspapers.



# Air Surgeon Evaluates His Era

## Work of Office of Aviation Medicine Now Interdisciplinary

**W**hen Frenchman Jean Pierre Blanchard was preparing for the first crossing of the English Channel in a balloon in 1785, a determined American physician, John Jeffries, begged to go along, even volunteering to jump overboard into the channel if his weight were too much for the airship.

That act wasn't necessary, but this account of a physician's first involvement with aviation—which appears in former FAAer Heber Holbrook's book, "Civil Aviation Medicine"—reveals an enthusiasm and commitment to aviation that many other doctors have shared over the years.

One of these aviation medicine professionals, whose career spanned more than half of the era since the federal government entered civil aviation, is Dr. Homer "Rick" Reighard, who retired last month as Federal Air Surgeon. Prior to that 10-year stint, he served another decade as Deputy Federal Air Surgeon. In the 31 years since he joined the small medical staff of the old Civil Aeronautics Administration, Reighard has never once been tempted to jump overboard.

"In the early days," Reighard says, "our main concern was airman medical certification. Today, that remains a primary thrust, but the Office of Aviation Medicine works on many programs with almost every other branch of FAA."

While some of this work he referred to is initiated by Aviation Medicine personnel, much is done at the request of technical people in other branches of the agency, such as

Aviation Safety, Program Engineering and Maintenance, Air Traffic or Personnel and Training.

This close working relationship with other offices in FAA and with concerned groups outside the FAA is a source of pride for Reighard. "For us to do our work effectively," he says, "I believe it was important for us to establish contacts." From the first days of his tenure as Federal Air Surgeon, Reighard worked to establish and then maintain "effective connections" with a host of outside groups and associations.

"Some have taken us to court," Reighard admits, "but our relationships with them have continued to be good."

One such action was a suit by Delta Airlines contesting the right of the Federal Air Surgeon to issue functionally limited medical certificates—that is, specifying what duties a certificate holder may perform. The court ruled against the agency.

This ruling, however, brought closer ties with another FAA office. No limited first-class medical certificates may be issued, but rule-making remedied the situation to permit second- and third-class special certificates by coordinating decisions with the Office of Flight Operations.

To work more effectively with other offices, Reighard says that scientists in various disciplines relating to aviation safety have been brought into the Biomedical and

Behavioral Sciences Division of Aviation Medicine. These medical professionals work closely with technical experts on a day-to-day basis.

Cabin safety is a current example. Together with technical personnel in the Office of Airworthiness and at the Technical Center, medical scientists are studying the toxicity levels of burning materials, floor-level emergency lighting and similar aspects of the cabin environment.

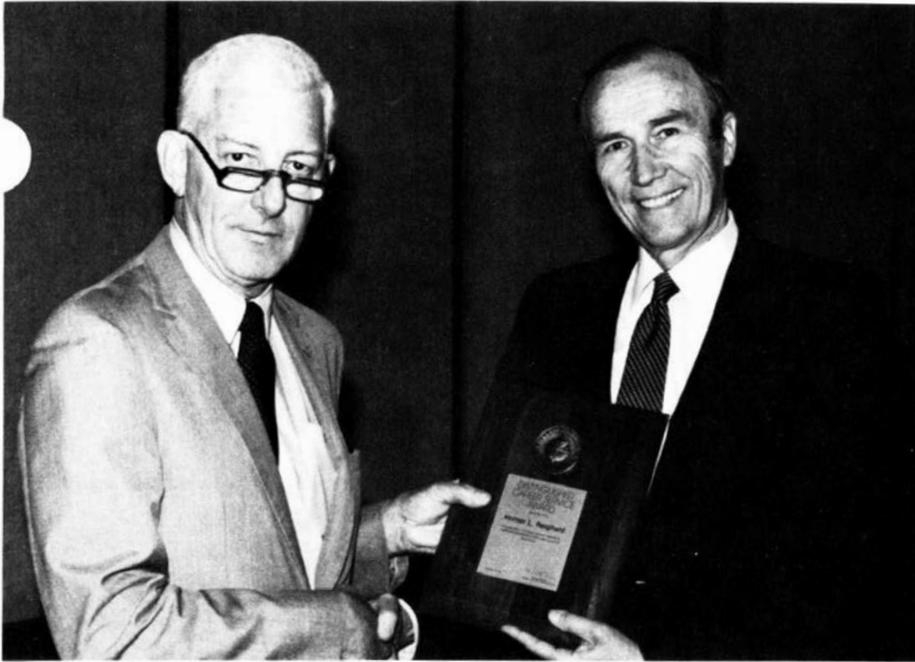
Reorienting the medical staff into a support arm for other safety activities was one of Reighard's early impacts on his office.

"The scientists were a free-wheeling group," Reighard recalls. "We would come out with what we called an Office of Aviation Medicine Report, which had things in it that made direct recommendations, say, to change Part 25 of the regulations. We had no authority to make the change because it dealt with airworthiness, and those people would get angry when they saw a report they had no part in developing. We were not team players," he admitted.

Now, most of the work has a sponsor. Some other office seeks out the help of the medical specialists, he says, because aviation medicine is an integral part of the research and development for the National Air-space System.

One of the more far-reaching projects of his tenure was the development of a revised selection test battery for aspiring air traffic controllers. It took nearly eight years to develop a controller aptitude test.

The long period of development involved not only establishing the ele



*Administrator Engen (right) presents the Distinguished Career Service Award to Federal Air Surgeon H. L. Reighard.*

ments of the test but also validating their relevance to the job of air traffic control and comparing test results with competent controllers to verify the process. After that, it was painstakingly evaluated by the Office of Personnel Management and others to ensure that it was not discriminatory.

Reighard estimates that the test has saved the government about \$14 million by better screening of applicants, which reduced the drop-out rate and eliminated the expense of training applicants who would not complete the program.

Ironically, the achievement of which Reighard is most proud occurred prior to his appointment to the top medical post. In 1969 and 1970, he served as chairman of a special task force on anti-hijacking. "This was my most challenging and satisfying job," he confesses. "We developed the passenger-screening concept, including the behavioral profile for advance identification of potential hijackers, and to this day, it has proved 92 percent effective.

Although the use of the profile waned when the agency moved to passenger and carry-on baggage screening, it again was brought into play when hijackers began using materials like flammable liquids that are not detectable with magnetometers.

The imprint of the medical profession on aviation has shown in many more practical ways than Dr. Jeffries' bravado. Referring to his earliest days in the agency, Reighard said, "It's not generally known, but the cockpit voice recorder concept originated in what was called the Medical Division of the old CAA in the mid-1950s. A psychologist working with voice recording proposed the idea of the recorder as a tool in accident investigation, but it took nearly 15 years before the concept was adopted."

The beginning of computerization in FAA, Reighard recalls, began with a feasibility study undertaken by the Office of the Civil Air Surgeon in 1959.

"We do the heavy volume business in FAA because every airman must be checked periodically, compared to other contacts pilots have with the agency at their own option."

The use of a computer to handle the workload proved feasible, and by 1962 when the first ones were installed at the Aeronautical Center, other-than-medical applications were identified, such as maintaining inventory and airmen's records.

Although other activities, like the

clinics, have had to be reduced, making certain that airmen are physically able to perform their duties has not, for it is the agency's only direct authority under the Federal Aviation Act. The sheer volume of medical considerations for about three-quarters of a million airmen is compounded by the need for individualized evaluation. "Human, professional judgment" is required, the retired official says, but this has resulted in tens of thousands of persons being approved for roles in aviation who would not have been under what he terms "textbook considerations."

For example, there are about 5,000 pilots who have sight in only one eye, 500 who have suffered the loss of a portion of an extremity and 43,000 who do not meet the usual visual acuity specifications. Yet, these and others through often tedious and extended testing have been found safe to fly.

Among the more serious medical conditions considered by this procedure have been heart attacks (1,500 certified), coronary artery bypass surgery (500 certified) and alcoholism (500 airline pilots certified).

"These numbers," Reighard points out, "represent more pilots than the total pilot population of many nations."

Those numbers are also a fitting tribute to Reighard, who hopes to continue to work in aviation medicine, and to other FAA physicians and scientists whose commitment to this kind of excellence is somewhat more prosaic than Dr. Jeffries' two centuries ago. ■

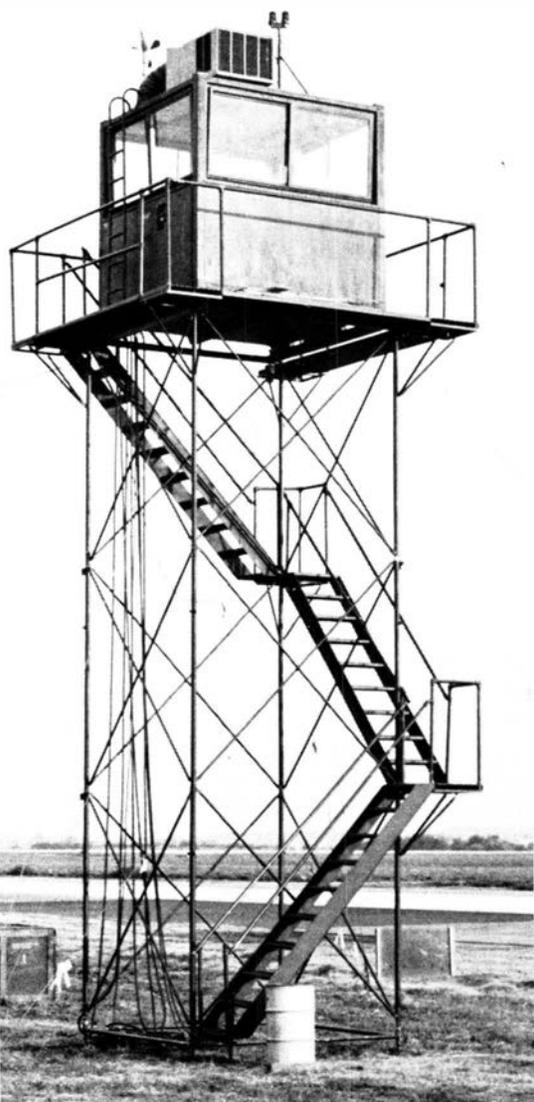


**By Barbara Abels**  
 The public affairs officer of the Western-Pacific Region, she also is editor of *Bear Facts*, the magazine of the California Wing of the Civil Air Patrol.



# The Gold Behind the Gold

## FAA Team Performance Keeps Olympiad Trouble Free



*Camarillo Airport, 65 miles west of Los Angeles, received a temporary Marine Corps tower for the duration of the Olympics. It was staffed by seven controllers from around the region.*

Photo by Norm Norton

**T**hey didn't make headlines and you didn't see them on TV, but if there had been medals given out for FAA performance during the XXIII Olympiad last summer, you would have seen gold, gold, gold.

Just as it was for the athletes, the results were the product of many months of preparation.

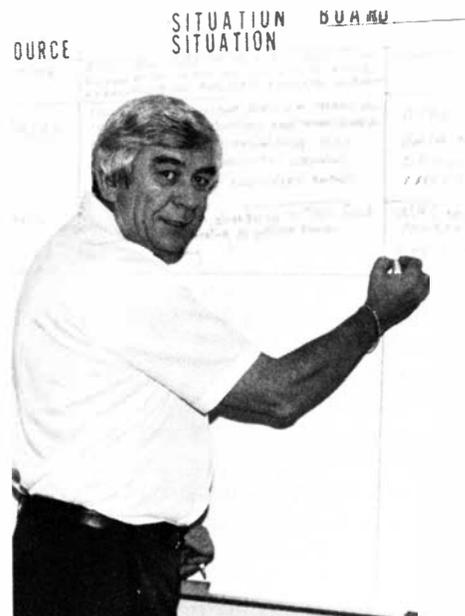
"We are extremely pleased with the results," says Jerry Luce, project manager for FAA's role in the event, which was assigned to Western-Pacific Region's Airspace and Procedures Branch. "It was a team effort from the start."

That effort included:

- The Olympics Reservation Service, established to meter traffic to Los Angeles air carrier airports, processed more than 10,500 airport reservations and about 3,500 information queries.

- FAA printed special charts, issued 30,000 pilot handouts and provided face-to-face briefings to more than 3,000 local pilots. In addition, Los Angeles Flight Service Station specialists prerecorded six 60-second supplemental daily weather broadcasts for radio station KFWB that covered the Los Angeles Basin.

- The region produced the videotape "Flying to the Olympics," which was aired by more than 100 public broadcasting stations across the nation and was viewed by hundreds



*Milton Ferris, manager of the Los Angeles Civil Aviation Security Field Office, updates the situation board at the Olympics Security Service, a unit originated through SFAR 46.* Photo by Karl Edgenton

of pilots at accident-prevention programs sponsored by Flight Standards District Offices.

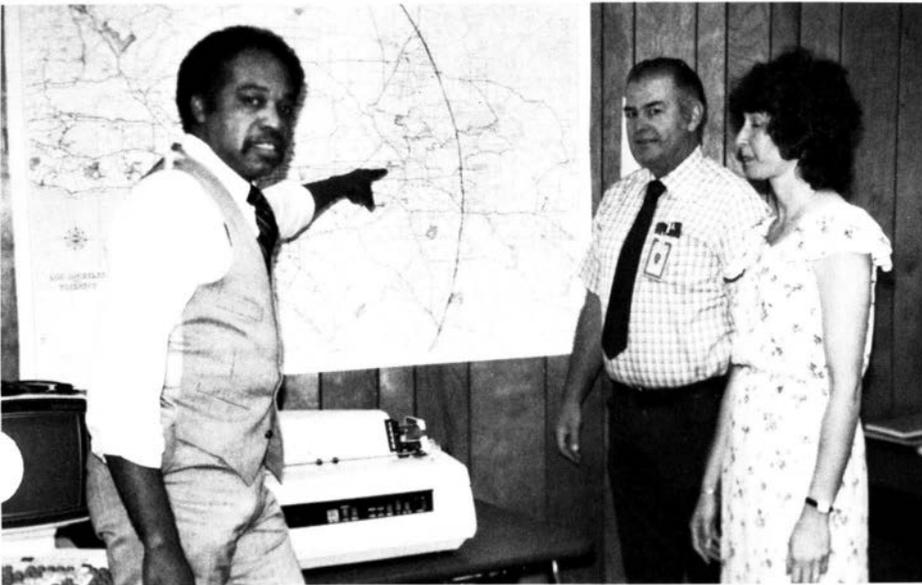
- The Airports Division handled approvals for 26 temporary heliports, and during the six months prior to the Olympics, made inspections of all certificated and non-certificated airports in the area and held briefings with all airport managers.

- In addition to assuring dependable communications and navigation aids, Airway Facilities personnel designed a mobile "digital, voice discrete secure system"—a special FM communications network between themselves and Civil Aviation



*Ed Horn, Brian Morris and Patricia Miller (left to right) provided traffic advisories to helicopters with a "suitcase tower" atop a building at the University of California at Los Angeles.*

Photo by Dick Morrison



*Olympics Reservation Service supervisors (left to right) Len Mobley, Mac Havens and Rose Marino, reviewing a map of the*

*area, were drawn from different options and facilities in the region.*

Photo by Yukio Mochizuki

rotorcraft operations. Overall, air traffic operations at controlled airports in the greater Los Angeles Basin rose by 10.8 percent for the 30-day period.

■ Civil Aviation Security personnel conducted 175 air carrier inspections, 12 airport inspections on the five Olympic Reservation Airports, issued 32 waivers to Special Federal Aviation Regulation 46 and coordinated and assisted local and federal law enforcement officials on 53 suspicious packages, 21 bomb threats, two actual explosive devices, one hoax device, eight firearms detected during passenger screening and 25 violations of restricted airspace.

In all, it was a safe Olympiad because the FAA team delivered an award-winning performance. ■

Security and Air Traffic facilities.

■ Los Angeles Tower recorded 57,085 operations—including 2,013 in one 24-hour period—and the Los Angeles TRACON, 49,913 operations in a 30-day period.

■ Van Nuys Tower recorded 61,720 operations.

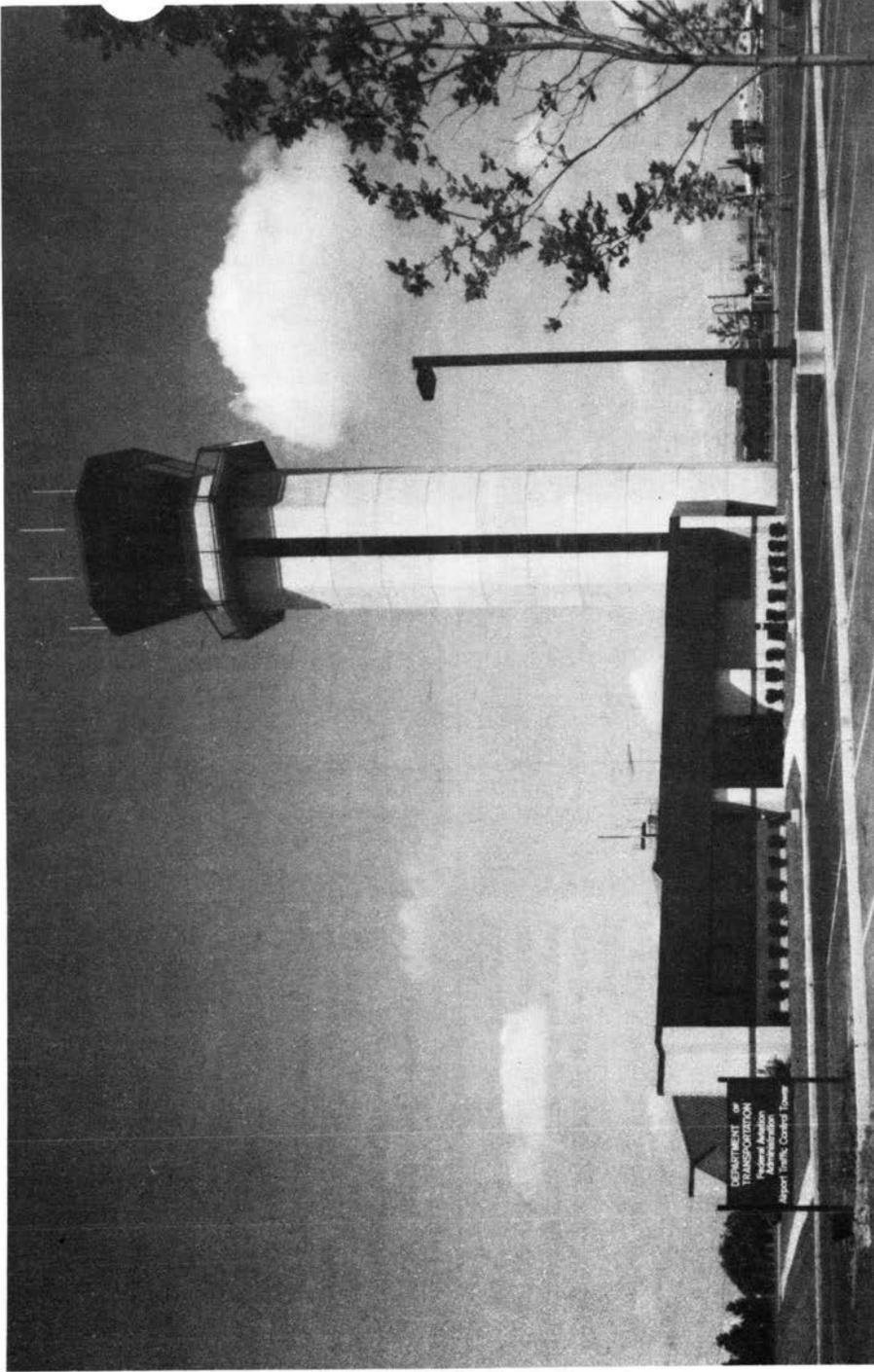
■ A temporary tower at rural Camarillo conducted 17,085 operations.

■ Temporary control towers at the University of Southern California, the University of California at Los Angeles and the police department's Hooper Heliport handled 10,000



*Investigator Candace Ducharme of the Los Angeles CASFO prepares to take a helicopter ride to an outlying airport that served Olympics visitors.*

Photo by Karl Edgenton



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